



Diversity, Equity, and Inclusion

#YLA I4 All



YLAI4All: Diversity, Equity, & Inclusion Workbook

Young leaders: When creating your business, it is important to keep in mind that prioritizing diversity, equity and inclusion makes your business stronger. This workbook will introduce a framework for better understanding diversity, equity and inclusion; provide a space to challenge unconscious biases; and offer a guide for practicing allyship.

This workbook will guide you through various exercises, reflections and case studies, helping you to better understand your identity and privileges, work through mitigating unconscious biases with a case study, learn how to become an active ally, and make your business or organization stronger.

Section 1: Reflecting on Identity and Privilege

Section 2: Recognizing and Mitigating Bias

Section 3: Taking Action as an Ally

Section 1: Reflecting on Identity and Privilege

In this section, you are encouraged to reflect on your own identity and consider how your identity and personal privileges shape how you see the world. Self-reflection increases your awareness and is a great first step to take actions to promote a more inclusive society.

Defining Diversity, Equity and Inclusion

Putting diversity, equity and inclusion (DEI) at the center personally, in leadership and in your business or organization, will be a crucial aspect of your success. Business leaders who make DEI a priority, placing the focus on a diverse and inclusive work environment, see positive results like higher levels of diverse talent recruited, employees who feel more valued, and a more profitable business or successful organization. Learn more about why diversity is good for business in this [YLAI Network article](#).

Let’s take time to define key terms to better understand DEI for yourself, your community and your business moving forward.

DIVERSITY	EQUITY	INCLUSION
Diversity is the understanding and representation of varied identities, including but not limited to race, ethnicity, language, gender and gender identity, education, sexual orientation, socioeconomic status, culture, national origin, religious beliefs, age and (dis)ability status, collectively and as individuals. Diversity as a concept should encompass acceptance of various backgrounds and perspectives.	Equity is fair treatment, equality of opportunity and fairness in access to information, resources and materials for all. While equality aims to treat everyone equally, equity allows the space for individual- or group-specific needs, experiences and opportunities. Equity is in the design of our systems and processes, the guarantee of fair treatment, access and opportunity.	Inclusion involves a culture of belonging, by active invitation, participation and contribution of all people, recognizing and embracing their differences. Inclusion is the practice of authentically bringing marginalized groups or individuals into processes, activities and decision-making in a way that shares power and ensures equal access to opportunities and resources.

What are marginalized groups?

A marginalized group is a group or community discriminated against and excluded from mainstream social, economic, educational, political, and/or cultural life.

Examples of marginalized populations include, but are not limited to, groups excluded due to race, gender identity, sexual orientation, age, class, access to education, physical ability or mental abilities. Marginalization occurs due to unequal power relationships among social groups.

Individuals who identify as a part of marginalized groups often have more barriers to overcome when accessing resources and opportunities than those from more privileged groups. This is to say, every person and every case is different, and the intersection of these identities is also a key factor in access to opportunities. A society or organization that focuses on equity helps to bring people on the margins to an equal playing field.

Would you consider yourself a member of a marginalized community, or do you know someone who would consider themselves a part of a marginalized community? In what ways does your/their identity impact your/their standing in society?

Can you list five identities in your country that would be considered part of a marginalized group?

Note: What is intersectionality?

Intersectionality is the framework for understanding the interconnected nature of social organizations and overlapping identities and experiences in order to better understand the disadvantages and systems of discrimination individuals face due to that complex interconnection. Intersectionality is critical to considering equity.

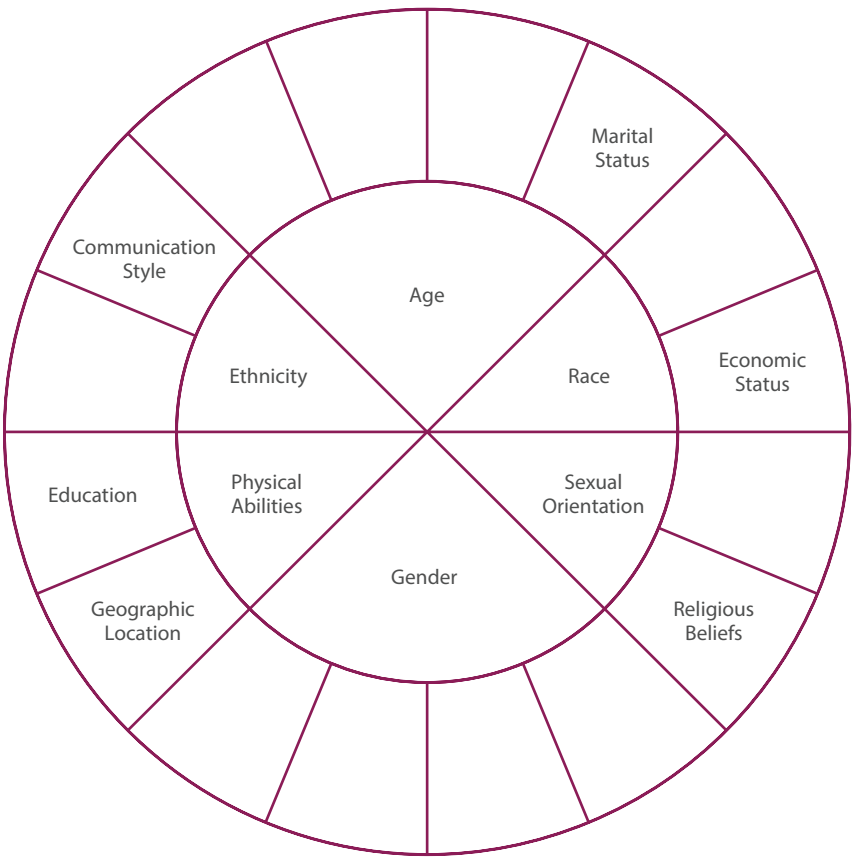
Learn more: [Kimberlé Crenshaw - TedTalks - The urgency of intersectionality](#)

Exercise: The Identity Wheel

How we approach DEI can depend on the lens through which we view and navigate the world. Have you ever considered the lens through which you approach community, friendship or business? When we are aware of the privileges we have, we can become more intentional about the way in which we approach both business and personal affairs.

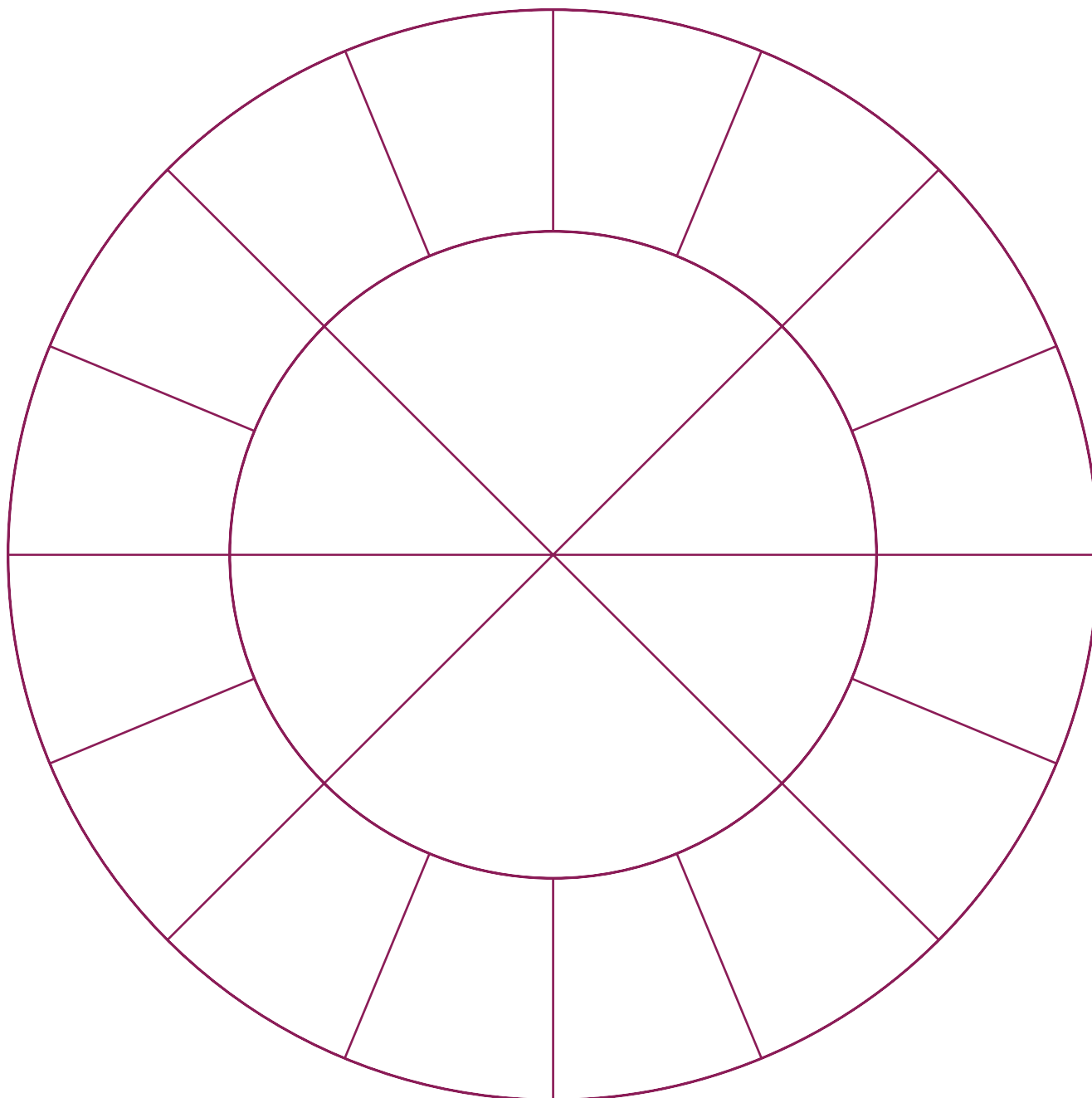
The identity wheel is an exercise to encourage reflection on how you may identify yourself — personally, socially and professionally — how others perceive us, and how these identities affect how we see the world.

We all share certain identities and characteristics, and we all differ in many respects. Not everyone’s wheels will look the same, and that is to great benefit! A diversity of backgrounds, thought and experiences leads to more diverse perspectives and ideas. If everyone in an organization completed this exercise and they all came up with the same results, they may have identical perspectives and would not be able to use their unique strengths to approach the many challenges they come across or generate new innovative ideas.



Before you fill out your own wheel, consider what you may classify as part of your identity in each of these sections. Some of these are social identities, and some are more personal identities. It may be helpful to consider both to help you understand more of how you think about the world.

It's your turn! Fill in the empty identity wheel—you can use the example above for guidance. You should add in any identifiers that you think contribute to your personal identity to the inner spaces. Consider your age, race, ethnicity, gender, sexual orientation and physical abilities. In each of the outer spaces, add other identifiers that contribute to your social identity, like your economic status, education or geographic location.



Exercise adapted from [Social Identity Wheel](#), LSA Inclusive Teaching Initiative, University of Michigan.

Now, here are a few questions to consider after filling in your identity wheel.

Which of your identities you think about most often?

Which are the identities you think about least often?

Which identities have the strongest effect on how you perceive yourself?

Which identities have the greatest effect on how others perceive you?

Some of these identities may be more or less felt in different social contexts, but many of them will consciously or unconsciously have an influence on how you navigate the world and perceive others. Understanding these identities will help you to reflect on your societal privileges, reflect on relationships between groups in and out of the workplace, and give you better context on how to show up as an ally for marginalized groups.

Assessing your privileges

Privilege refers to a right, benefit, advantage or immunity enjoyed by an individual or group beyond what is available to others.

To learn more about the role privilege plays in your life and how it can affect the lens through which you view the world, it is essential to assess and reflect on your own experiences. Consider these three questions when you start thinking about privileges.

- What aspects of my life (education, career, friendships, travel, etc.) have been easier as a result of the privileges I was born into?
- What opportunities have I had that would not have been available to me if I had been born with another skin color, gender or body?
- What opportunities may not have been available if I had been born in a different country, religion, learned language, or socioeconomic position?

Take a moment to assess the privileges you may or may not have withour [YLAi4All Privilege Assessment](#).

What did you learn from the YLAi4All Privilege Assessment?

Were you surprised by your results? If so, why?

Would you consider yourself a person with many privileges or do you know anyone with many privileges?
How might those privileges impact access to exclusive opportunities?

Both access and lack of access contribute to the way in which we see the world and the way in which the world sees us. If you are a person who has obtained a university degree or expects to inherit assets from your family, your social status may look incredibly different than someone who cannot afford university and will not inherit assets. While many people have obtained success without getting university degrees and inheriting assets, it's true that those privileges afford significant access that often makes navigating the world easier.

Here are some tips on how to use your privileges:

- Listen to and learn from other people with identities different from your own.
- Do not make assumptions about other people's experiences.
- Identify ways you can use your privileges to remove barriers for others.
- Speak out when bias is present, and use your privileges to act against bias toward others when it will be helpful.
- Do something with your resources that benefit people without access to those resources.
- Teach others with your privileges about the importance of tackling barriers for individuals without them.

In what ways do your personal privileges or lack thereof influence the way in which you navigate the world?

After reflecting on your privileges, what are you going to do differently moving forward?

Section 2: Recognizing and Mitigating Bias

Everyone has biases, and they can affect many of the decisions we make. We can work to prevent the creation of new biases, challenge previously held biases, and limit their impact.

Bias is a strong inclination for or against one thing, person or group, compared with another. Biases typically are prejudicial and unfair. There are two types of bias: conscious bias (explicit) and unconscious (implicit).

Unconscious biases are typically social stereotypes that individuals form outside their own conscious awareness, and they can come in many forms. A cycle of prejudice and discrimination can result from acting on stereotypes and biases.

Forms of unconscious bias

Unconscious bias, being outside one's own awareness, can often be invisible, making it hard for us to recognize. Let's look at a few common forms of unconscious bias.

AFFINITY BIAS	ATTRIBUTION BIAS	CONFIRMATION BIAS	CONFORMITY BIAS	HALO EFFECT	HORNS EFFECT
This bias refers to our tendency to gravitate toward people we have an affinity to, perhaps because they remind us of someone or something familiar to us.	This bias refers to how you try to make sense of or judge a person's behavior based on prior observations and interactions you've had.	This bias involves favoring information that confirms your previously existing beliefs, decisions or opinions, rather than reviewing information on its own merits.	This bias involves changing your mind to agree with a group of people with a different opinion. This is also known as peer pressure.	This bias is the tendency for positive impressions of a person to reflect or influence judgment in other areas.	This bias is the opposite of the Halo Effect, and is a tendency for negative impressions of a person to reflect or influence judgement in other areas.

Other forms of prejudice and bias include age bias, gender bias, name bias, height bias, beauty bias, racial bias, (dis)ability bias, and ethnicity bias, among others. These biases can affect our behavior and treatment of others, hiring of candidates, and respect for employees and partners in the work environment.

Have you experienced bias-based discrimination that has affected you and your work? Do you recognize any new examples of your own or others' biases based on the forms identified above?

Note: What are microaggressions?

When considering bias, microaggressions are important to spotlight, as it is often the little things that matter the most. Microaggressions are defined as the everyday, subtle, intentional — and oftentimes unintentional — interactions or behaviors that communicate some sort of bias or negative attitudes toward socially stigmatized or marginalized groups.

These comments or insults can show up in many forms. When reflecting on your current biases, self-reflection on microaggressions you have heard or said in the past is important. Understand what they were and how these comments make others feel, in an effort to raise awareness and sensitivity to create a more inclusive environment.

What biases do you currently have or may have had in the past?

How are you going to work to change those biases?

Exercise: Current event bias case study

Unconscious bias can be very difficult to recognize. To dig deeper, let's use a case study that is relevant for you and your local community or country. In this exercise, you should think about a current or recent event that has happened in your community or country in which a marginalized group faced bias or discrimination. Once you've established the details of the event, you'll identify the types of bias that happened within this event, and how the circumstances could have been different if bias had not been present.

Identify a specific event where a marginalized group was targeted or where an individual faced discrimination. Be sure to outline the events/timeline of this specific example:

Who are the parties involved in this event?

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What are the biases that are present in this event?

**Refer to the first page of section 2 to consider the different forms of bias.*

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Now let's reflect. Write down your thoughts about these three aspects of the event:

- Consider what language exists about the marginalized group in this scenario.
- Consider what might have happened without these biases as a factor.

What needs to change about this language? What needs to change for these biases to be eliminated?

We'll return to this exercise after we learn more about what makes an actionable ally!

Remember: Understanding bias in context and committing to mitigating bias is an essential step to making better decisions for yourself, your community and your business. Great job!

Section 3: Taking Action as an Ally

Allyship and inclusivity can strengthen a business. One key step to eliminating bias and ensuring a more equitable, diverse and inclusive workplace and community is to become an ally. Allyship is the practice that gives visibility and credit to marginalized and under-represented groups, ensuring their voices are heard, and taking appropriate action. Taking action as an ally is an important part of promoting and prioritizing diversity, equity and inclusion in your personal and professional life.

Allyship is not an identity, skill or performance. Allyship is a commitment to an active, ongoing practice to work in solidarity with marginalized groups and individuals and to advocate for equal access, inclusion and empowerment of those groups and individuals.

Recall a time when you felt you needed an ally. What did it feel like when you felt supported by an ally?

Guide to Allyship

Being an active ally is more than just declaring yourself as an ally. Here are a few steps and tips to be actionable and effective, making yourself, your community and your business stronger.

1. Listen and learn.

Practice active listening, concentrating on what is being said about others' cultures, histories, identities and beliefs, understanding and learning from their perspectives. Recognizing the differences in power and privilege among social groups by listening more actively is a key step to becoming a better ally.

2. Examine your own prejudices and your privileges.

Get comfortable with being uncomfortable. Acknowledge how your privileges allow you certain benefits and open doors and how you can use those to open doors for individuals in marginalized groups. Confront your own prejudices and bias – especially if it makes you uncomfortable to do so. The better you understand where those biases come from, the better you can educate yourself and others on eliminating those attitudes and prejudices.

3. Encourage dialogue and keep accountable.

Consider that small actions are the way to start. Don't rely on individuals in marginalized groups to start the conversation and educate others, but provide the space for them to feel empowered to voice their concerns and keep you and your business accountable for these concerns. Create space for difficult discussions. Make difficult discussions more likely to succeed by structuring them in a way that maintains the focus but allows for all voices and concerns to be heard.

4. Support marginalized groups on the issues that affect them.

Ask people where they need help. This is a great step following active listening: What do marginalized groups need from individuals who hold privileges they might not? Do they need short-term emergency aid? Do they need an advocate in recruitment practices? Provide support to their actual needs, not just what you think they might need. Don't make your help incumbent on marginalized groups helping you figure out what you can do. Think of creative ways to help address their unique needs.

5. Stand up when groups are targeted with unjust treatment.

Speak up and call out bias or discrimination when you see it. Intervene when you can, and use your voice for those who are ignored or are unable to use their own voice against unjust treatment.

6. Help bring marginalized groups to the center and give them a voice.

Invite members of underrepresented groups within your organization to speak at staff meetings, write for company-wide newsletters, participate in panel discussions, or take on other highly visible roles. Advocate for individuals to have space to voice their ideas and acknowledge when there are opportunities for them to be at the forefront. Show your support and respect for others' ideas and work, and give credit where credit is due.

7. Give opportunities and promote leadership.

When you are in a position of power, use your influence to mentor individuals in marginalized groups, and provide opportunities for growth, development, and leadership.

8. Work to change the system-wide problems that may be root causes of inequality.

Start by looking carefully at how institutions and organizations affect those who are the disempowered, and when possible, advocate for policies and ordinances that can make a change and create conditions that empower marginalized groups.

9. Take tangible action.

Do not just claim to be an ally. That is performative allyship, and it does not help individuals in marginalized groups who actively need an ally. It is important to take tangible action when possible.

10. Train others to be allies.

Having difficult conversations is necessary. Educate your friends and family about how institutions and biased attitudes affect marginalized groups. Hold others accountable for their words and actions, as well as the roles they may play in upholding inequitable or discriminating systems, and train them on actions they can take to be allies themselves.

Let's return to the case study exercise you completed in Section 2.

If there had been allies involved in the case study you identified, how would that have affected the outcome of that scenario?

DOs and DON'Ts of Effective Allyship in the Workplace

DO	DON'T
Do say something when you see something biased	Don't expect credit for being an ally
Do take tangible action as an ally	Don't prioritize allyship to alleviate feelings of guilt
Do acknowledge and consider intersectionality	Don't be quiet when you see acts of bias
Do practice active listening when speaking with colleagues about their experiences	Don't exclude colleagues from events or meetings
Do ask questions	Don't ignore harassment or bullying in the workplace
Do propose a code of conduct for your workplace	Don't speak over your colleagues
Do propose a council to keep DEI initiatives accountable	Don't behave as you know best
Do speak up when you see your colleagues' accomplishments	Don't take credit for another person's labor or ideas
Do believe your coworkers when they share their lived experiences with you	Don't expect your coworkers to prove themselves to you.

Allyship is a muscle that must be exercised regularly. Unless you are actively working on it, it will grow weaker.

There is no single fix that will forever promote allyship in your organization. Just as you might exercise your muscles often, you must continue to develop your personal journey of allyship.

Exercise: The Essential Ally

Before you consider how you might be an actionable ally, let’s take a look at some examples of what allyship would look like in the workplace for you.

Your supervisor sets up an anonymous platform for feedback for employees to voice their feelings, experiences, and suggestions for how to make the office environment more inclusive.	Your coworker notices the lack of diversity on the team and approaches your supervisor to increase diversity in the team by completing a wider recruitment search, while focusing on eliminating bias.
Your coworkers go out of their way to inform others about promotion opportunities as they come up.	Instead of requesting to work alongside their usual team for a project, a coworker in your company asks to bring other teams together to generate new ideas and collaboration.
Your coworkers start a diversity and inclusion council and a monthly conversation to better establish accountability on company-wide communication and business objectives.	Upon noticing colleagues making discriminatory comments, a coworker presses the colleagues to explain why they think their comments are contributing to the team.
A recently hired employee refuses a promotion because there is another hardworking colleague who has been there longer, and she alerts her supervisor of her qualities.	Someone who is normally the first to talk and lead in a meeting instead gives another colleague an opportunity to speak first and present ideas.
A supervisor regularly meets with members of the team to ask team members about morale, diversity and inclusion.	The person in charge has an “open door” policy where anyone can come in to talk at any time.
Upon hearing several complaints and suggestions about the work culture from employees, a manager acts on the recommendations.	Your supervisor encourages each candidate to interview with several different people during the hiring process.
During a one-on-one meeting, a supervisor informs an employee about complaints that have been made about them and works with the employee to think of ways to address them.	When a manager complains that an employee’s gender/race/ socioeconomic background/sexuality is interfering with their ability to contribute to the team, someone speaks up and asks the manager what they are doing to help the employee.

What makes these individuals allies? Are there any common themes you came across in these examples?

Now it's your turn!

After seeing some examples of what allyship looks like in the workplace, let's think of examples where an ally is necessary. Consider each example and write down 1-3 steps that you would take as an ally to help create a more diverse and inclusive workplace.

EXAMPLE SITUATION IN YOUR WORKPLACE	WHAT ACTIONS WOULD AN ALLY TAKE?
Your supervisor asks that everyone on your team meet at a restaurant across town, but not everyone has an accessible way to get there.	
During an office conversation, your male colleague learns that your female colleague's salary is significantly less than his, despite the fact that they have the same job title and do the same work.	
Your colleague notices that you are the only person of your race in your company.	
When meeting with a partner organization, the other group's representatives consistently address the wrong members of your team as leaders of the organization, based on their preconceived biases about what a person in charge would look like.	
You hire a new consultant to help develop your company strategy. Whenever you have meetings with the consultant, he continually makes jokes and comments at your trans or gay coworkers' expense.	
A colleague suggests that a new hire in your department was hired only because they make the office more "diverse."	
Your workplace culture during meetings is often unproductive. People interrupt each other often. Some of your disabled coworkers have mentioned it is hard to hear from the back of the room, and they are unable to voice their opinions without getting interrupted.	

Whether you are a student, an employee in a large organization, or the head of your own business, you want to take actions to make your environment feel supportive, safe and encouraging, as you would want others to do the same. While it is important for individuals to be allies, it is also important for your company or organization to have the systems in place to support allyship. You can help push for the development of something that will help keep you, your employees and the entire company accountable.

Being an ally will not fix all of the issues in your workplace or your community, but the steps you take to educate yourself and the actions you take are a great start to a more diverse and inclusive society.

What actions are you going to commit to taking to become an ally? What goals do you have for yourself?

Congratulations!

By completing this workbook, you have successfully taken an important step in becoming a better ally!

Pledge to Prioritize Diversity, Equity and Inclusion

Now understanding the importance of diversity, equity and inclusion in my personal and professional life, I promise to challenge my unconscious biases and take action as an active ally.

Sign here: _____

Additional Resources

- [YLAi4All Workbook: Diversity, Equity and Inclusion Workbook - Spanish Version](#)
- [YLAi for Integrity Workbook - Responsible Leadership and Ethical Partnerships](#)
- [YLAi Online Course - Fundamentals of Responsible Leadership for Entrepreneurs](#)
- [YLAi Online Course - Responsible Leadership on Transparency and Good Governance](#)
- [University of Kansas - Community Tool Box](#)
- [Managing Bias - Facebook](#)
- [Project Implicit Self-Assessment](#)
- [Just Works - The Field Guide to Allyship in the Workplace](#)

Glossary

- **Allyship:** Allyship is the practice that gives visibility and credit to marginalized and under-represented groups, ensuring their voices are heard and taking appropriate action.
- **Bias:** Bias is a strong inclination for or against one thing, person or group, compared with another. Biases typically are prejudicial and unfair. There are two types of bias: conscious (explicit) and unconscious (implicit). Unconscious biases are typically social stereotypes that individuals form outside their own conscious awareness, and they can come in many forms.
- **Diversity:** Diversity is the understanding and representation of varied identities, including but not limited to race, ethnicity, language, gender and gender identity, education, sexual orientation, socioeconomic status, culture, national origin, religious beliefs, age and (dis)ability status, collectively and as individuals. Diversity as a concept should encompass acceptance of various backgrounds and perspectives.
- **Discrimination:** Discrimination is the unequal treatment of members of various groups, based on conscious or unconscious prejudice, that favors one group over others based on differences of race, gender, economic class, sexual orientation, physical ability, religion, language, age, national identity, religion and other identity categories.
- **Equality:** Equality is the state of being equal. Evenly distributed access to resources and opportunities.
- **Equity:** Equity is the fair treatment, equality of opportunity, and fairness in access to information, resources and materials for all. While equality aims to treat everyone equally, equity allows the space for individual needs, experiences and opportunities. Equity is in the design of our systems and processes, the guarantee of fair treatment, access and opportunity.
- **Inclusion:** Inclusion involves a culture of belonging, by active invitation, participation and contribution of all people, recognizing and embracing their differences. Inclusion is the practice of authentically bringing marginalized groups or individuals into processes, activities and decision-making in a way that shares power and ensures equal access to opportunities and resources.
- **Intersectionality:** Intersectionality is the framework for understanding the interconnected nature of social organizations and overlapping identities and experiences in order to better understand the disadvantages and systems of discrimination individuals face.
- **Marginalized groups:** A marginalized group or community is one discriminated against and excluded from mainstream social, economic, educational, political and/or cultural life.
- **Microaggressions:** Microaggressions are defined as the everyday, subtle, intentional — and oftentimes unintentional — interactions or behaviors that communicate some sort of bias or negative attitudes toward stigmatized or marginalized groups.
- **Privilege:** A privilege is a right, benefit, advantage or immunity enjoyed by an individual or group beyond what is available to others.